



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX  
FORT KNOX, KENTUCKY 40121-5000

REPLY TO  
ATTENTION OF:

ATZK-GC (600)

16 April 2002

**MEMORANDUM FOR**

Commanders, All Units Reporting Directly to This Headquarters  
Directors and Chiefs, Staff Offices/Departments, This Headquarters

**SUBJECT:** Thunderbolt Six Policy Memo No. 38-35 - Sponsorship Program

**1. References:**

- a. AR 600-8-8, The Total Army Sponsorship Program, 1 July 1993.
- b. USAARMC Reg 690-8, Civilian Sponsor Program, 2 June 1986.
- c. USAARMC Reg 600-3, Installation Inprocessing and Outprocessing, 18 October 1994.

2. The Total Army Sponsorship Program is a commander's program that assists soldiers and their families during the reassignment process. The success of the program depends on leader involvement and high quality sponsors.

3. Newly assigned personnel and their families will develop their first impressions of their unit and the installation based on how well they are received. Sponsors make first and lasting impressions and commanders must ensure that these impressions are good. Sponsorship is more than sharing information. Good sponsors reach out to their new arrivals to ensure they feel welcome and understand that they are important additions to their new organizations. The result of their efforts will not only effect how new personnel view their new assignment, it will affect performance, morale, retention, and ultimately readiness.

4. Commanders will ensure every new arrival is assigned a sponsor. Commanders must ensure that sponsors receive adequate training and materials before being assigned a sponsorship role. Sponsorship welcome packets are available from the Army Community Service (ACS) office. At a minimum Commanders/Directors will:

- a. Upon identification of a gain, immediately assign a sponsor to assist the incoming soldier and family. Commanders/Directors should attempt to select individuals who can carry out the task from start to finish. In the event of an unprogrammed arrival, commanders/directors must have trained sponsors available to react. Additionally, commanders/directors should attempt to match new arrivals and sponsors by grade, experience level, and marital status.

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b. Send initial welcome letter to the inbound soldier identifying the unit and position assigned as well as the address and phone number of their newly assigned sponsor.

c. Ensure the sponsor sends a welcome letter to the incoming soldier and family. Sponsors will include an ACS welcome packet with their welcome letter.

d. Provide sponsors sufficient duty time to perform their official duties as a sponsor.

5. In addition, commanders will, as necessary, assign a sponsor to assist outprocessing personnel. Commanders will ensure that ample time is allocated for personnel to thoroughly complete outprocessing. Examples of situations that may require an outprocessing sponsor include, but are not limited to:

a. Assistance with outprocessing appointments.

b. Assistance with transportation requirements.

c. Assistance with billeting.

6. A properly managed sponsorship program benefits personnel and leaders. Personnel benefit by learning how to avoid and prevent problems before they or their families experience hardship; leaders benefit by gaining personnel who understand their unique contribution to the organization from the outset of their assignment. Leaders must understand that the Total Army Sponsorship Program at Fort Knox ensures the well being of our personnel and contributes to the mission and vision of this command.

RETAINING SOLDIERS AND FAMILIES  
STARTS WITH THE WELCOME!



R. STEVEN WHITCOMB  
Major General, USA  
Commanding

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